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**Adapting the Randolph-Sheppard Vending Stand Program
to the Advances of Automation**

Project No. RD-1626-S

OPERATIONS MANUAL

HV1711
Ad74
vol. 1

**Department of Vocational Rehabilitation
GOVERNMENT OF THE DISTRICT OF COLUMBIA**



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INTRODUCTION

Goals

This manual culminates two and a half years of research, experimentation, and training designed to determine whether blind persons could be trained to replace sighted attendants of automated snack bars. The project, entitled "Adapting the Randolph-Sheppard Vending Stand Program to the Advances of Automation," was carried out with the help of a Research and Demonstration Grant provided by the Rehabilitation Services Administration of the Social and Rehabilitation Services in the U.S. Department of Health, Education, and Welfare. From the beginning the staff of the Department of Vocational Rehabilitation who were most intimately associated with the project were convinced that such employment was well within the capabilities of the blind. It was already well known that blind persons could be trained to operate complex industrial machines, so it remained only to discover the aids and training techniques needed to translate various cues and manipulations used in sighted operation of automated snack bars to other sensory modes available to the blind. A simple preliminary statement of the primary goal of the project read as follows: In order to furnish blind automated snack bar attendants, trainees must be screened and selected, a training center must be set up, and a research and training specialist must devise and utilize specific techniques and aids to impart to trainees the knowledge of how to manage and operate an automated snack bar.

A secondary goal deriving from the attempt to work within existing vending company operational practices was to develop contractual relationships between the licensing agency and vending machine companies which could serve as prototypes for other agencies.

History

The project actually began on February 15, 1965, when a Research and Training Specialist was hired. Arrangements for space to house the Research and Training Center were concluded with the cooperation of the General Service Administration and the U.S. Tariff Commission; the space, consisting of two adjoining rooms, was made available in the latter agency. One room was to be used as a training-work room, and the other was to be outfitted as a completely automated snack bar rendering 24-hour service. (See Sketch, Appendix A). While the space was being refurbished by GSA, the R and T Specialist embarked upon a two-month program of orientation and planning, during which time he observed blind persons in a variety of training situations; and he learned the operating principles of vending companies and how to run an automated snack bar.

In order to eliminate as many trainee variables as possible, training was begun with three totally blind males with I.Q.'s in the average range as measured on the Wechsler Verbal Scale. They possessed sufficient mobility skill to travel to and from the R and T Center regularly, and they could read grade-one braille without difficulty. The trainees were selected from the case load of clients in the Department's Division of Services to the Visually Impaired.

Bids were solicited from several vending companies on a contract to provide the necessary equipment and services to operate the project's snack bar. Three bids were received, and the bid most advantageous to the D.C. Government was selected. On May 12, 1965, the snack bar portion of the R and T Center was opened to the public.

Little by little during the next six months the responsibility for the operation of the snack bar was transferred to the trainees. As each special training and/or servicing aid was developed, and its usefulness was proven,

the trainees came closer to independent snack bar operation. In August one trainee withdrew from the project for personal reasons. The work load was successfully rescheduled for the two remaining trainees. In September another trainee left the program by request. The third trainee demonstrated the ability to assume the full work load, and during the first half of October he operated the snack bar alone for one week while the R and T Specialist was on leave. The only sighted assistance he received during this week was provided each morning for 40 minutes by a clerk from the main office of the Department of Vocational Rehabilitation, who, not knowing snack bar operation, simply checked to insure that deliveries had been properly stored in the correct braille-marked bins and compartments.

Beginning in November, and with the help of a Clerk-Training Assistant, the R and T Specialist was engaged for the next eight months in continued efforts to refine the aids and to formalize the training techniques, as well as to confirm the partial success with additional trainees. Early in 1966 it was realized that final proof of a trainee's ability to manage independently required an additional snack bar in the project, one with a greatly increased sales volume.

Negotiation for such a location was begun with GSA officials. Meanwhile, the trainee successful in what was to become known as "basic" training, declined the opportunity to remain active in the program until such time as the "advanced" training location could be brought under the aegis of the project. However, five more trainees had entered the program before the end of July, 1966; the first three were totally blind and the last two, one of whom was female, were legally blind. Of these five, the first one successfully completed his training in less than three months and was scheduled to move to advanced training in August. Of the other four, three failed due to lack of ability to plan and organize their efforts efficiently, and the fourth one chose to discontinue in favor of other work.

In August, 1966, the project assumed responsibility for a second snack bar which was located in the Washington, D.C. Navy Yard Annex. The location proved ideal in two respects: It was a medium-high sales volume operation, and it was serviced by a different vending company. Thus, there was the opportunity to provide the final test period for the trainee who had completed basic training. At the same time, the training staff could learn whether the techniques already developed could be easily integrated with the operational practices of a different vending company. Shortly after taking over the Navy Yard snack bar, it was learned that a high sales volume automatic snack bar in the Administration Building of the Department of Agriculture would soon be turned over to the Randolph-Sheppard Vending Stand Program. On November 1, 1966 the advanced trainee was able to replace the vending company's hostess in this location with no disruption of snack bar services. (Appendix B, Photo 1) He was licensed to this facility as a Randolph-Sheppard Vending Stand Operator.

Between August, 1966 and February 1967, 8 more trainees entered the program. By March, 1967, it was readily apparent that the training techniques and servicing aids already developed were more than adequate to provide capable, blind attendants whenever new automated locations might be brought into the Randolph-Sheppard Vending Stand Program. Training continued at a rate necessary to keep one trainee in charge of the advanced location and available to move into a new location at any time, another successful basic trainee on tap to move into the advanced location, at least one new basic trainee on hand and an applicant in reserve. A certain amount of latitude in scheduling proved possible because of the program's capacity to give, both machine and over-the-counter training.

Summary

The Department of Vocational Rehabilitation is currently training blind persons in automated snack bar operation at two locations. Basic training in

the low sales volume location is carried out by the Assistant Training Specialist. The senior successful trainee manages the higher sales volume snack bar until a new automated vending stand is established. When a new stand is brought into the program the senior trainee is licensed for it and he is replaced by the next trainee to have completed basic training. The efforts of the advanced trainee are monitored by telephone and occasional visits by the training staff and through copies of periodic reports of inspections made by the vending company. In this fashion the senior trainee has the opportunity to prove that he has the ability to operate the snack bar without assistance.

The training staff consists of a Training Specialist and an assistant. The assistant carries out the day-to-day training at the basic center and handles associated clerical and administrative duties. The Training Specialist is responsible for all activities of the training locations and for overall supervision of the automated vending stand portion of the Randolph-Sheppard Vending Stand Program administered by the Department. This latter supervision includes regular consultation and liaison with supervisory and operational personnel of three vending companies, the nominee for the Vending Stand Program, and the departmental Vending Stand Program Coordinator.

With present training facilities and staff this agency is capable of providing training simultaneously for one advanced trainee and up to three basic trainees. The average time in basic training to date has been approximately four to ten weeks; the exact length of training and the percentage of successful trainees are unpredictable variables at this time. Another uncontrolled factor involves the rate at which new automated locations are likely to be brought into the Randolph-Sheppard Vending Stand Program. With adequate planning and careful attention to each trainee's progress, however, it is possible to have at least one successful trainee on hand while continuing to screen, and begin training additional candidates. A fast learner can be taught at an accelerated rate to fill an unexpected vacancy. Slow learners can be instructed at their own pace, or even slower, to ensure a continuous flow of trainees. In the event several speedy learners are encountered at once, this agency found it possible to schedule a course of over-the-counter training subsequent to the machine training, after which the trainees were licensed to new vacancies in the over-the-counter program. At the other extreme, when acceptable candidates could not be found when needed, a licensed over-the-counter operator who had requested machine training was given leave of absence to undergo machine training.

As this means of providing a smooth flow of trainees was developed, it was realized that there were further ramifications for the Vending Stand Program. When new machine trained operators are licensed, they become part of the promotion and transfer system of the Vending Stand Program. As more machine locations are added, it becomes important for all licensed operators to have the dual capacity of operating both types of vending stands. Only in this way can all operators receive fair and equitable consideration for upward movement in the hierarchy of larger income locations. Also, only in this way will the Vending Stand Program be able to offer government agencies a well-rounded service, i.e., machine locations, over-the-counter locations, and combined locations.

Actual training in this project has been carried on for approximately two and one half years. In this time twenty blind persons entered training. The following table reflects a breakdown of the results.

ALL TRAINEES

	Completed Training	Voluntarily Terminated	Dropped Before Final Test	Failed	Total
Totally Blind	4	2	2	3	11
Legally Blind	6	1	1	2	11
Total	10	3	3	5	22

Of the ten individuals who successfully completed automatic training one withdrew from the Program. Three are awaiting placement, six are licensed as vending stand operators. Among the licensed operators two are managing over-the-counter vending stands and four are managing automated vending stands.

THE AUTOMATED VENDING STAND IN OPERATION

General

The concept of automatic vending from machines is basically quite simple. Sufficient merchandise of good quality and interesting variety must be readily and regularly obtainable from simple-to-operate and attractive machines in a well-designed and decorated location. An effective combination of the foregoing will stimulate the public to purchase the merchandise on sale in the machines. In the case of full-line vending where a high volume of perishable merchandise is sold, it is usually the policy to employ an attendant to assist customers with machines, to make change available, and to quickly replenish depleted merchandise.

Servicing and merchandising procedures for automated snack bars differ somewhat from one vending company to another. Essentially, however, "what" is done is the same; it is only the "when" and "how" which vary, and these can be determined at the time of dealing with a particular company.

Management

Aside from the more-or-less mechanical steps involved in servicing and sanitizing machines and area, the most important aspect of operating a snack bar is management. In a full-line vending machine location, the following breakdown will very likely cover all aspects:

1. Merchandise

a. Perishable--It is of the utmost importance that the freshness, and therefore the size of the order of perishable merchandise purveyed by machines, be rigorously controlled. Items are ordered from a menu provided by the vending company; some companies order for the next day, others for the second day. Selection and quantity of items depends on past knowledge of the eating habits of the buying public in that location. This knowledge is gained by the attendant over a period of time or provided by the company in the form of a "control" number of items to be ordered (the number having been calculated as an average of items actually sold over a period of months). Consideration of special factors is also required when the information is available. Such events as holidays, vacation seasons, forecast of bad weather, etc., can

cause a change in the usual order. The shelf life of all perishable items must be carefully watched, and orders modified in anticipation of the removal and return of stale items (referred to as spoilage).

b. Non-perishable--Such items as candy and gum, saltine crackers and condiments, cigarettes and canned goods are included in this category of bulk, shelf-stock items. The only requirement is to order sufficient quantity each time to maintain a machine supply always accessible to the public with an adequate back-up on the stock shelves. There will seldom be any problem with shelf life on these items at a high-volume location, although occasionally an item not selling well must be removed after a few weeks and returned for credit. Some vending companies deliver bulk items of this nature only by the case and only on certain days of the week, which requires that each order be sufficient to last until the next delivery date.

2. Cash-up

Depending on individual company policy, access to machine money boxes may be had by the attendant or the route salesman or the supervisor. On specified days the money is emptied from the machines, placed in money bags, and tagged for delivery to the company counting room by the routeman.

3. Change Fund

On locations provided with bill and/or coin changers, a change fund is charged to the attendant or route salesman and delivered as required for servicing the changers. The coins and bills, if any, must be counted, rolled, and/or bagged; they then serve as payment for the newly delivered increment.

4. Records and Accounting

Most companies require accurate daily records of merchandise placed into each machine. At the end of the accounting period, the daily entry card is returned to the company office for accounting purposes. In some cases the delivery copy of merchandise orders must be checked against merchandise received and discrepancies noted thereon before returning same to the main office.

5. Inventories

It is quite usual for weekly inventories of certain or all products to be taken at each location, usually by the attendant. Monthly or four-weekly inventories are taken by attendants, route salesmen, or supervisors and include the complete line of merchandise as well as condiments and supplies charged to the account.

6. Repairs

It is normally the responsibility of the attendant to repair minor machine malfunctions and remove slugs or jammed coins. Most companies prefer to have their own repairmen make all other repairs, so it is incumbent upon the attendant to notify the shop immediately of any malfunction of a major nature. In most cases before calling the repair shop, the attendant hangs an "out of order" sign on the machine, and then after the call manually vends the merchandise until the repairman arrives.

7. Customer Assistance

Despite the advances made in automatic vending machines, people often have trouble obtaining merchandise they have selected. As often as not the machine is in good working order; the customer simply has not read and followed the operating instructions carefully. Occasionally very new and very old coins will be rejected. In each instance the attendant should offer cheerful help to the customer.

8. Cleanliness of Location

In addition to sanitary machines (see below), it is the responsibility of the attendant to keep the location, including eating and condiment bars, floors, walls, refuse bins, etc., clean at all times. This should also include regular spraying for insect pests.

Machine Servicing and Sanitizing

Machines are serviced and sanitized according to prescribed vending company rules and policies. All such work is carried out as much as possible at times least likely to disturb customers. Machine cleaning and servicing is accomplished on certain machines early in the morning so there is fresh merchandise on hand for the first influx of customers. Other machines may be serviced irregularly and only when the level of merchandise is low. In general, however, the best policy is to sanitize and fill all machines early in the morning, then add merchandise as needed throughout the day, and finally, before leaving, ensure a quantity sufficient to last until the next morning.

Supervision and Inspection

All automatic snack bars are subject to the scrutiny of customers, building managers, agency executives, and health inspectors. Vending companies stress cleanliness of their locations and their machines, and many of them rigorously inspect each location once a week to ensure compliance with their standards. In some cases supervisors regularly check on the general management of locations, adequacy of the attendant's housekeeping chores, and state of the machines and merchandise.

TRAINING THE OPERATOR

Training Center

The most important characteristic of the training center is size. There should be enough space to permit free and unobstructed movement about the storage/workroom area as well as in the snack bar. The blind trainee should be able to get his bearings quickly, yet there must be adequate space between furniture, storage cabinets, and shelves to permit the trainee to travel about the center without colliding with objects. Too much space, however, will cause uncertainty in travel and excessive difficulty in orientation. The dimensions of the basic training center used in this project proved to be adequate for the training staff and two trainees, but a bit crowded when training three persons simultaneously (See Sketch, Appendix A). In the case of nearly all of our trainees, the initial apprehension, and in some cases fear, with which they approached the training, was quickly dispelled and confidence gained when they discovered how easy it was to get about the center and how orderly and efficiently merchandise was stored.

The snack bar in the Basic Training Center should be no different from operational locations, and it should contain machines representative of all types likely to be encountered in the vending stand program. It would be possible to carry out machine training on a bank of machines not accessible to the public. However, in this case initial exposure to customers and real merchandise would be delayed until the advanced training phase, when all at once the trainee would be faced with a large number of customers and much more merchandise. It is strongly recommended, therefore, that basic training include an operational snack bar. In this way, the step-by-step learning of the complete operation will include handling real merchandise, as well as early occasional contact with customers. Not only is it important to relate early training to customers and their needs and requests, but it permits the training staff to detect and work with any lack of confidence evidenced by a trainee.

The storage/work area should be arranged to have the stock shelves and cabinets as near to the snack bar as possible. Our center was arranged as shown in the sketch in Appendix A. Not shown is a practice coffee machine,

which due to space limitations was stored across the hall. Although we returned two other practice machines to the vending company, it proved necessary to retain the coffee machine. It was felt that it would be far safer to begin training on this machine without the risk of electric shock or scalding water being present.

Space considerations at the advanced training location are not as important as in basic training. If the snack bar portion has adequate space for customers, it will do for the blind trainee. In the storeroom portion, however advanced or basic, sufficient shelf storage space is critical. Shelves must be accessible and roomy with enough shelves to permit each class or type of merchandise to be stored separately. It is very easy to "lose" a case of bean soup if stored on top of a case of tomato soup.

Almost as important in both centers is the provision for washing facilities. We were able to have a utility sink and drain board installed in the basic center before we started training, but had to make-do at the advanced center with pails of washing water carried down a winding hall from the janitor's closet.

Trainees

In selecting trainees, three basic criteria should be met: (a) reasonable facility to read and write Grade-1 Braille, (b) sufficient mobility to travel to and from the training center regularly, and (c) emotional adjustment to blindness. In addition, it might be helpful when selecting from a number of basically qualified candidates to learn through personal interview just how strongly motivated the applicants are, and if they have a basic arithmetical skill along with an ability to reason or think out a simple problem. Of the eight trainees who were dropped or who failed, three had been permitted to enter training in spite of not meeting all three basic criteria, and four of the other five proved unable to think or reason well enough to manage the operation of the snack bar. Of the trainees who succeeded in the program, all met the three basic criteria, all had a strong desire to succeed, and an after-the-fact evaluation of each one indicated that he had the unmeasurable traits of good judgment and the ability to organize all facets of snack bar operation into a smooth, consistent pattern of work.

Lastly, candidates should be checked for neatness of appearance, a pleasant attitude, and any signs of poor personal hygiene.

Apparatus and Aids

The following is a list with simple descriptions and references to photographs in Appendix B of items we found useful in training as well as in actual operation. In most cases exact dimensions are not given, as sizes are relevant solely to use. For example, the Food Transport Box: If perishable merchandise is delivered when the blind attendant is present, the size of the box or boxes need only be that size which is easy to handle and store, yet will contain all items ordered; if the attendant is not present at time of delivery, the box or boxes must fit into the refrigerator.

1. Commercial Apparatus

- a. Dymo Tapembosser (Braille)--This may be obtained from the American Foundation for the Blind, 15 West 16th Street, New York, New York. It can be used to label stock shelves plus machine columns, shelves, and parts, as well as boxes of merchandise at time of receipt; in short, anything which would be identified by eyesight should have a braille label in an easily accessible location. In some cases the label serves only as a training aid, in others as a working aid.
- b. Braille writer or Desk Slate--These may be obtained from several sources including Howe Press, Watertown, Massachusetts and American Printing House for the Blind, Louisville, Kentucky for keeping records

and making up daily orders, taking inventories, etc.

c. Braille Calculating Machine--Obtainable from A. Van Veen Company, Avon, Connecticut. Not essential, but this small machine will add or subtract in units, tens, hundreds, and thousands. (Model B-VV, with braille numbers).

d. Coin Funnels--Obtainable from Standard Change Makers, 422 New York Street, Indianapolis, Indiana. Very helpful for loading nickel, dime, and quarter coin tubes in changer magazines. (See Appendix B, Photo #2, Item #1.)

e. Funnel--Purchase at hardware store. Necessary for pouring syrup into tanks which are not readily accessible in some cold drink machines. (See Appendix B, Photo #2, Item #6.) (Also see Photo #7, inside of cold-drink machine.)

f. Pails--Purchase at hardware store. Use for carrying rinse and soapy water to clean machines and service bars.

g. Four-wheeled Service Cart--Supplied by vending company.

h. Storage Cabinet--Obtainable from office supply company. It is best to store candy and cigarettes in a two-door, multi-shelved cabinet with door lock.

i. Money Bags--Obtained from the vending company. They should be braille and print labeled with name of the machine for which to be used.

2. Specially Constructed Aids

a. Transport Boxes--Such boxes may be used to store some items (e.g., cartons of cigarettes) and should be used to transport merchandise from storage space to machine shelves. Size depends on quantity and variety of merchandise to be kept separated as well as on the use of the box and where it will be stored if full. Boxes may be constructed of hardboard with riveted reinforcing strips of metal. Compartments should be labeled in print and braille, since in many instances they serve as the point of transition from visual to braille identification of products. (See Appendix B, Photos #3, 4, and 5 for examples of boxes. The box in Photo #5 serves a dual purpose; as a box for receipt of doughnut delivery it has print labels with braille labels opposite the print; as a Candy Transport Box, it has only braille labels on the sides of the compartments.)

b. Braille Inventory Boards--These boards are essentially reproductions of the vending company shelf stock and machine inventory forms. They serve as a guide for preparing the inventory in braille on the braillewriter. (See Items #2, Photo #2, Appendix B.)

c. Measuring Stick--In order to determine when to add sugar or powdered hot chocolate mix to the appropriate cannister in the coffee machine, this stick is inserted into a cannister until it touches the ingredient. If the brailled notch in the stick falls inside of the rim of the cannister, a bag of the appropriate ingredient should be added. (See Item #3, Photo #2, Appendix B.)

d. Coin Level Stick--In some machines there are nickel tubes which make change when a dime is inserted for a nickel item. These tubes generally are supplied with a pre-counted "bank" by the vending company. If the "bank" is below par at the time of cashing up, it must be refilled to par level before emptying the money box. The stick can be inserted into holes in the side of the nickel tube to determine level of nickels in tube, and again to determine when nickels added from money box have equalled the coin level which is par for the "bank." (See Item #4, Photo #2, Appendix B.)

e. Length Stick--This stick is notched and braille taped on two sides, one to show length of a roll of dimes (\$5.00) and the other, the length of a roll of nickels (\$2.00). When servicing a changer, after inserting a roll of coins into the coin tube, a test should be

made with this stick to ensure there is room in the tube for the next roll of coins. For practical purposes, the nickel length can be used for quarters in the dollar changer. (See Item #5, Photo #2, Appendix B.)

f. Syrup Level Indicator (for use in non-pressurized syrup tanks)-- This gadget permits the attendant to know when to add cold-drink syrup without putting his hand into the syrup tank. Its construction is simple (See Photo #6, Appendix B.) Materials needed are: a 24" length of 3/16" acrylic nylon rod, an 8" length of 3/8" inside-diameter aluminum tubing, a 1 1/2" diameter plastic fishing bobber, two strips of 1/2" x 3/4" stock approximately 2" long, and two bolts (and nuts) about 1 1/2" long. These should be assembled and mounted on the syrup tank cover as shown in Photo #6. When affixing the bobber to the nylon rod, be sure to use only non-toxic and taste-free adhesive. When marking the rod, it is only necessary to know when one more gallon of syrup, if added, would overflow the tank. To determine this point on the rod, proceed as follows: When something more than half of the tank has been used, mark the spot on the rod where it meets the top of the aluminum tube. Add a gallon of syrup and again mark the rod. Repeat this process until there are three or four marks on the rod. Measure the distance between marks and derive an average distance on the rod which indicates upward displacement of syrup level by one gallon. Then measure this distance up from the top of the bobber, add one inch, and affix scotch tape or score the rod at this point. It is better to err by marking the spot too high on the rod; too low may result in overflow. The overall length of the rod may vary depending on the size of the syrup tank. Important, though, is sufficient length to prevent the rod from dropping out of the tube if the syrup level gets very low. In use, when the scotch tape or the scored mark protrudes from the aluminum tube, it indicates that the tank will not hold another full gallon. (See Photo #7 for rods mounted in machine.)

g. Dipstick and Pouring Chute--Another variety of cold-drink machine has a pressurized syrup system. It is not possible to mount simple level indicator sticks or use a standard funnel for pouring syrup in this machine. Using a length of acrylic nylon rod, a bobber, and a taste-free, non-toxic sealant compound, a dipstick can be fashioned with small "bumps" located at each gallon interval from the top of the bobber upward. (See Appendix B, Photo #8.) After releasing the pressure on all tanks and removing their clamps and tops, the dipstick is lowered inside a tank until the bobber rests on the syrup. Then, by counting the "bumps" as the dipstick is pulled upward through the fingers, the number of gallons needed can be determined. Since there is a point in the tanks above which it is not safe to have syrup, the actual number of gallons of syrup poured should always be one less than the count of the dipstick. In Photo #8, the vending-company-constructed pouring chute may be seen resting in the center of the machine with the narrow end of the chute aimed into the nearest syrup tank. A spare ice chute was modified by welding a "leg" under the wide or mouth end with a brace going to the narrow end. Although not particularly sophisticated, it is adequate to the task.

h. Pressure Gauge--The CO₂ tank in cold-drink machines must be changed when the pressure falls to approximately 300 p.s.i. It is only necessary to remove the glass cover over the dial (See bottom gauge in Photo #9, Appendix B.) and affix a tiny sliver of wood to the dial at the figure 300. The attendant can tell by touch when the needle is above the sliver or has moved below it.

i. Shelves--As already mentioned, spacious, well-marked shelves are very important. It can be seen in Photo #10, Appendix B, that there is little chance for a blind person to be confused. There is a place for

everything, and everything must be kept in its place. Once an item is mislaid or mis-stored, not only will it be difficult for the regular blind attendant to distinguish it from others of the same size or shape, but if he should be taken ill, his substitute may be at a complete loss.

j. Sandwich Cards--Square, manila cards are used to control two-day shelf life of sandwiches and salads as follows: When an item is placed in the cold-food machine on Monday and Wednesday, a card is placed beneath it. On Tuesday, Thursday, and Friday no cards are used. Since all merchandise is fresh on Monday, nothing need be removed until Wednesday. On Wednesday any item in the machine with a card beneath it will be two days old and must be removed. Also the card must be removed. Then, place fresh items with cards beneath them in the machine. On Thursday, any item without a card must be removed. On Friday, cards indicate removal. On Monday, all items are removed. This system is based on a five-day work week with no public access to the machines on Saturday and Sunday. For seven-day operation, the procedure would have to be revised.

k. Product Name Cards--Some cold-food machines are designed to carry product name cards in slots beside each movable shelf. These cards may simply have braille abbreviations of the words mounted on the back of each card; the cards are then filed for use in the machine slots as needed. A better technique, however, is as follows: Clear plastic-fronted holders for the cards can be fabricated and mounted in each section of the Sandwich Transport Box (See Photos #4 and #11, Appendix B.) After making the daily commissary order, the attendant places the cards of the ordered merchandise, print side outward, in the slots in each section of the box. At time of delivery, the routeman knows where to place each item according to the name cards. When servicing the cold-food machines later, the attendant removes stale merchandise from the shelves and the card in the machine card slot. (The shelves are pre-set to vend at a certain price, so this price must be mounted in braille by the machine card slot.) The attendant removes items from a section of the box, places them on the appropriately priced machine shelf, and then transfers the name card from the slot in that section of the box to the slot by the shelf on which the items were placed. (See Photo #12, Appendix B.)

Training

1. General

There appears to be no single, best method for instructing all trainees. However, everything can be covered in two phases, varying the steps within a phase to suit the needs of the trainee. Phase-1 consists of an introduction to and discussion about what is to be learned. This phase should also include a physical orientation and delineation of the particular subject or object to be learned. Procedure steps and components should be named. When the trainee can locate parts by name (See Photo #13, Appendix B.) and answer questions about processes and relationships, he is ready to go on to Phase-2.

Phase-2 consists essentially of learning by guided doing. The Training Specialist should give a tactile and verbal demonstration to the trainee in such a fashion that the trainee actually participates in the routine being learned. (See Photo #14, Appendix B.) After a few demonstrations, the balance of the training consists simply of solo repetition on the part of the trainee which is carefully observed by the Training Specialist. It is important to correct mistakes as soon as they occur so the trainee will not have to unlearn wrong moves before re-learning correctly and integrating the moves into the balance of the already correctly learned procedure. It is also important during training, especially Phase-2, that a trainee

be permitted to learn at his own pace. Practice, careful observation, additional demonstration, further explanation, more practice--patience and imagination in the Training Specialist are conducive to successful training.

2. Introductory

On the first day, the entire program should be explained to the trainee; he should be told to make known any problems or difficulties as he encounters them. Make it clear that he is expected to be neat and clean, honest, regular in attendance, and friendly with customers. Then he can be shown the location of everything in the Training Center and urged to spend the first day or two learning his way around and listening to everything that goes on during the daily operation of the snack bar. He must be taught the route from the Training Center to the building entrance and return, as well as the way to the rest room and where he will be in case he overshoots any mark. Usually by the third day a trainee will begin picking up sufficient information to serve as a framework to which he can attach each separate aspect of the total operation as it is learned. During periods when a new trainee is not actively engaged in instruction the beginner should accompany a senior trainee during all of his work in the snack bar. Also, during these first days, the blind trainee can be learning to use the braillewriter, braille tape maker, braille calculator, etc.

3. Machines

On the third or fourth day the new trainee can begin actual training on the machines. If the coffee machine needs to be serviced and sanitized each morning early, this is a good machine on which to begin. A brailled copy of the vending company Servicing Instructions can be given to the trainee for introduction to the machine. It is not wise to attempt to memorize such instructions, but they are useful for familiarization. The ideal arrangement is to modify a set of vending company instructions to include such changes in steps or order of steps which fit better with a blind person's way of doing things. (See Appendix C, typewritten copy of instructions prepared in braille for the Rowe Coffee Machine.) When the trainee has read the instructions a time or two and knows there are special names for components, he can be taken to the practice coffee machine to begin Phase-1 training. In this he learns the locations of the different components, their names, and the functional relationships between components when the machine is operated. (Components may be labeled in braille if desired.) After he can repeat nearly all of the information in terms of answers to specific questions, he can begin Phase-2 of the training, i.e., the actual servicing and sanitizing steps. Training and work aids previously described can be introduced during Phase-2 training, although it may also be helpful in Phase-1 to mention the aids and how they fit into the procedure to be learned.

Training on the practice coffee machine should be limited to an hour or two in the morning and the same time in the afternoon. Trainees seem to respond better if this first machine training is not too intensive and is interspersed with listening to the daily work routine in the snack bar. During the second week a trainee can begin sanitizing the eating and condiment bars, can openers, oven, etc. It is also good practice to start the trainee on one or two of the simple machines as soon as possible. The pastry vendor and the hot canned food vendor are ideal for this purpose. One vital point should be remembered in training for all machines and operations in the snack bar. Not only should a blind attendant be taught what to do and how to do it, step by step, moving his hand from certain starting points to the area to be worked on, but he must be carefully taught what not to do and what areas of a machine to stay away from. Open electrical circuits should be shielded; then teach the trainee to stay away from the area by placing his hand on the shield and surrounding parts as reference points.

When the trainee is ready to start on the "live" coffee machine, his first few servicing runs need to be observed carefully. While he is gaining speed on this machine from day to day, he can now be trained on the balance of the machines. In each case, follow the two-phase method, observing and reminding him if he forgets a step. Do not train on more than three machines at once, although this depends to some extent on the complexity of the servicing and sanitizing procedures. Certain machine training need not be limited to a time when no customers are expected. Unlike a cold-drink machine, for example, the candy and cigarette machines may be vended manually during servicing and cleaning.

By the time the trainee has been exposed to all machines, he should have the ability to plan his day. If he is a good manager, each machine servicing will fall into a pattern. In case there are two or three trainees at one time, each machine and task in the snack bar must be listed in the form of schedules which show the chores each day for each trainee. Not only does this preclude confusion in duplicated efforts; but senior trainees may be utilized to train beginners, a technique which seems to work unusually well. Although each trainee learns at a different rate, and some things are easier than others, a trainee soon reaches a stage where he is gaining speed and accuracy, but little new information. When this stage is reached, it is time to commence formal instruction in the general techniques and procedures used in managing a snack bar. It might be well for the Training Specialist always to bear in mind that there should be a constant, carefully controlled flow of new information and fresh chores to add interest as old chores become a bore.

4. Managerial Concepts

From the beginning a trainee should have been urged to note carefully all activities going on each day while the Training Specialist or a senior trainee was running the snack bar. Thus, when his training begins in this area, such things as product control, adequate merchandise, etc., are not alien concepts. Also, during his early training, whenever problems arise, whether in connection with something already learned or not yet learned, he should be given an explanation of the problem, its cause, and its solution. This applies especially to machine malfunctions as they occur. Constantly push and guide the trainee to answer his own questions if it is known that he has been exposed to the facts from which the answer can be derived. Never do for the trainee what he should be able to do for himself. Show him, tell him a reasonable number of times, but do not let him lean or become dependent.

As in machine training, there are no hard and fast rules to guide the training staff in teaching the managerial concepts involved in good snack bar operation. How a trainee is taught to order merchandise and control stock levels, keep a clean location, deal with a vending company; in fact, the entire operation depends on the trainee, the training staff, and the vending situation. There are, however, certain ideas and activities which must become part of his store of knowledge through training; and he must be able to organize them into a system which will consistently and accurately provide him with the ability to do whatever is necessary in assuming sole responsibility for an automated snack bar. These ideas are embodied in the following paragraphs:

- a. Merchandise--Crucial to ordering and handling merchandise, particularly perishable products, is the ability to maintain a tight control over variety and quantity. It can be said that every activity of a snack bar manager is related in some way to what might be called his basic mission, that is, the ability to provide sufficient fresh merchandise in a fashion designed to appeal to the public. The key to this is to teach the trainee how properly to store and retrieve information. Trainees should be required to keep a daily record of all merchandise ordered and received, change funds and shelf-stock

ordered and received, all shortages, overages, spoilage, in fact every occurrence in the day which could conceivably have a bearing on the operation of the location. We found, for instance, that even though we could usually rely on our own records, the vending company personnel occasionally made mistakes. This was brought home with force once when we were able to prove from our records that the trainee at the advanced location had been shorted more than \$20 on coffee sales commission by the vending company. When a trainee begins to make up orders and receive merchandise and change, the training staff should have already recorded the transaction correctly. Then, poor judgment or forgetfulness by the trainee can be discussed at the time it occurs. In the early stages this simply amounts to duplication; for example, cigarettes are counted and the order is prepared. Before calling it to the order clerk, the trainee's order is checked against the order made up by the training staff. If the orders are different, each step is repeated to determine the source of error, and then whatever lesson to be learned is pointed out. In this way, not only does the snack bar continue to function smoothly, but the trainee is given the opportunity to make what could be called supervised and controlled mistakes. As he gains more experience he learns to judge the quantities and varieties of merchandise to order in terms of those items selling well on certain days and during certain seasons. (Items sold equal items ordered, less shortages and plus overages in delivery, less spoilage returned for credit.) All merchandise and change must be checked at time of delivery, or, if delivered during off-duty hours, as soon as possible thereafter. In the latter case, a blind attendant must be able to rely on his delivery man to place the correct items in the print and braille marked compartments of storage and transport boxes. Occasionally, there are mix-ups, and customers may be asked for assistance if there is doubt; in fact, they will usually bring unsuspected mix-ups to the attention of the attendant. When deliveries do not check against merchandise ordered, the discrepancies must be recorded and later resolved with the order clerk or the routeman. Some routemen do not have time to put all merchandise onto the braille-marked shelves; in these cases an attendant needs to have a set of preprinted braille labels ready to affix to each item as it is shown to him. He can then store the items at his own convenience. When there are mix-ups in the order, such as unwanted substitutions or shortages, the trainee must learn to deal effectively with the delivery man, the supervisors and the order clerks. Hostesses are usually salaried employees of the vending company and may not be concerned with such problems. They record the shortages or put the substitutes into the machine, whether they sell or not. Blind attendants work on a dual-pay system (the salary of the replaced hostess plus commission on sales), so it is important for them to learn to create understanding and good relations with vending company staff in order to get what is ordered, when it is ordered, and in time for the heavy sales periods. It does little good to expend the effort to plan a variety and quantity of items tailored to the tastes of the customers if the company freely and arbitrarily makes substitutions or shorts the order.

b. Cashing up--With appropriate money bags supplied by the vending company, there is little to do but empty the coin box of each machine into the correct money bag. In cases where the machine makes change, the change "bank" of the machine may have to be brought up to par before sending in the money. This can be done by using the Coin Level Stick referred to previously under the section on Specially Constructed Aids. The trainee must also be taught to use care to avoid spilling money, and never to cash-up a machine when it is likely that

customers will be around. The location should have a safe for holding the money bags until picked up by the delivery man. If the attendant does the cashing up, he should put all machine bags into one large bag and seal it before it leaves the location, requiring the route man to sign for pick up of a sealed bag of machine money. Under these circumstances, it is also important that only the attendant and the company repair supervisor have keys to the machines or machine money boxes. Frequency of cash-up depends on vending company policy.

c. Change Fund--Basically, the idea is to maintain sufficient change in the bill and coin changers as well as a reserve in the safe to provide customers with change at all time. If change is not available, sales may be lost. Frequency and amount of orders depend on the location; this can be worked out with the vending company. In high-volume locations where dollar changer magazines are depleted in a day or two, rolls of coins can be "bought" from the company for loading into the machine or full magazines may be delivered every other day. An attendant can put coins into a magazine, but full magazines are difficult to exchange, and arrangements should be made to have the delivery man help in the latter case. If the attendant is to load rolls of coins into the magazine, he should be taught to use the Coin Funnels and the Length Stick referred to under the section on Apparatus and Aids. When paying for change fund deliveries, coins and bills should be sealed in a bag and signed for by the routeman.

d. Records and Accounting--As mentioned earlier, the attendant must be taught to keep complete and accurate records. Much of the information must be called into the vending company clerk each day. The records referred to here, however, are the daily and weekly machine counts required by most companies of their hostesses and routemen. Their purpose is to keep a close check at all levels to prevent pilfering by employees. In the case of a blind attendant it is very difficult to carry out the amount of paperwork required by some vending companies. To solve this problem, a different accounting system was worked out and perfected in actual operation. Simply put, it consists of monthly inventories plus accurate records by company and attendant of all merchandise actually delivered, less spoilage, during the month. This figure is balanced against money sent in from the machines. It is obvious, then, why such accurate and thorough records of merchandise ordered and received less shortages and spoilage are so very important to the attendant. It is in his best interest not to engage in mishandling of merchandise or pilfering, so the daily and weekly merchandise counts and entry cards are not necessary. The exact method should be worked out with the vending company, but careful and regular reporting of discrepancies, either by phone or to the routeman, is vital. (See Appendix D, Sample Accounting Procedure).

e. Inventories--Along with the aforementioned system of accounting, and in fact, necessary for it to function, are the monthly or four-weekly inventories of all stock and merchandise on a location. Often, a company representative will take the count in accordance with company procedures. It is also necessary for the trainee to know how it is done; in some cases he will assist the company representative, in others he may inventory some or even all of the machines alone. Whatever the procedure, he must understand it so that he can check the counts, and keep a complete total inventory record of his own, including meter readings of drink machines. Meter readings may be obtained from any customer or company representative at time of inventory.

f. Repairs--Trainees must be taught simple repairs such as replacing hoses, tightening leaky connections, removing slugs and jammed coins, etc. All major repairs should be handled by company repairmen. It is vital to teach the location of switches and valves for cutting off

water and electricity supply to prevent burn-outs or liquid overflow. As already mentioned, if the attendant has the responsibility for the machines and money, only he and the repair shop should have keys to them.

g. Customer Assistance--It may be superfluous to reiterate that trainees should be taught the importance of maintaining the best possible relations with customers at all times. Being helpful and friendly, however, does no harm and certainly can increase sales, which, in turn, means increased commission at the end of each month.

h. Cleanliness--This subject cannot be emphasized too much. It is obvious that unseen dirt may go undetected therefore, training must include techniques for wiping and mopping all areas most subject to spillage. A cleaning schedule is a useful technique, i.e., specific times for certain areas, as well as more frequent coverage during busy periods. Training in this matter may involve teaching the trainee how to start at an easily recognizable spot and to work carefully and in measured motions toward another part of the object or area to be cleaned. The trainee should always assume that the area in question needs cleaning; it is better to redo a clean area than to omit a dirty area. Spillage occurs most frequently in certain spots, e.g., in front of drink machines and near can openers. Periodic mopping and damp wiping can be done by a blind attendant, although in a high sales volume area, extra help may be required. It is in the matter of location cleanliness that the program can break down. However, with proper training a blind person can do the daily cleaning chores, and part-time help can be hired to take care of once-a-day thorough cleaning and weekly floor stripping, waxing, and buffing. (See Appendix E, Sample Cleaning Instructions.)

5. Testing the Trainee

When it is apparent that a trainee is managing the basic location without help, he should be given a final test period of approximately two weeks, during which time he will be expected to operate and manage the snack bar without recourse to the training staff or anyone else in training. The staff should pose questions and simulate machine malfunctions during this final period of evaluation. This test period is simply for the purpose of verifying opinions already formed through observation of the trainee's ability so far. The trainee must demonstrate a thoroughly relaxed mastery of snack bar operation plus a clear potential to operate a higher sales volume location with its greater variety and quantity of merchandise, increased tempo of daily events, and larger number of customers. Notes should be kept on the trainee's performance; and, at the end of the test period, the staff should discuss the results with the trainee. It is possible that a trainee may benefit from an additional two or three weeks of training and another evaluation. However, if he does not have the skill and dogged persistence to furnish his buying public with fresh, interesting food, day after day, week after week, then he must be dropped from the program. Whatever the outcome, he should know that he has been given every opportunity to stand on his own feet and demonstrate that he can run an automated snack bar with little or no sighted assistance.

RESPONSIBILITIES OF THE LICENSING AGENCY

Training

The licensing agency can best assume all responsibilities for the training program, since it has access to potential trainees, and it deals directly with request for vending stand service. It already manages the ongoing manually operated Vending Stand Program, and it is undoubtedly in the best position to coordinate all aspects of the training from the initial selection of new trainees to knowing when a trained attendant will be needed in the program. The licensing agency can more easily integrate automated training with over-the-counter training, and it can provide back-up attendants in case of emergency. Through direct supervision of the training center and training staff, it can supply attendants suited to the needs of the agency requesting food service, whether it be for an attendant trained to manage an automated, an over-the-counter, or a combined snack bar.

In choosing a training specialist, it has been the experience of this agency that a well-rounded person, handy with tools, and with some teaching experience is well suited for the job. Above all, the person selected must learn how to operate an automated snack bar alone; and he needs to know much about vending company operating procedures. In fact, he should learn enough to be able to replace an attendant of a high sales volume location for a few days. Other important traits include the ability to organize the training program, manage the training centers, deal on a firm but friendly basis with vending company supervisors and executives, and have the patience to establish good rapport with trainees. Imagination is a very useful trait, whatever it is, however it can be measured. In this type of training, simply to verbalize is not always enough; it is sometimes necessary to step into the shoes of the trainee in order to understand why learning has not taken place and how the training technique may be modified to effect the desired performance. This type of training does not require a lecturer but rather more an industrial arts instructor-type who can teach operations and manipulations in more than one sensory mode.

Program Development

In addition to being responsible for the automated training carried out in conjunction with the Randolph-Sheppard Vending Stand Program, the licensing agency is in an excellent position to increase opportunities in the program. It can take an active role to enlarge the scope by seeking new locations for food service. It can design new locations and re-design existing locations to suit the needs of the blind machine attendant as well as the customers. It is in the best possible position to negotiate contracts with vending companies. (See Appendix F, Contractual Documents.)

Supervision

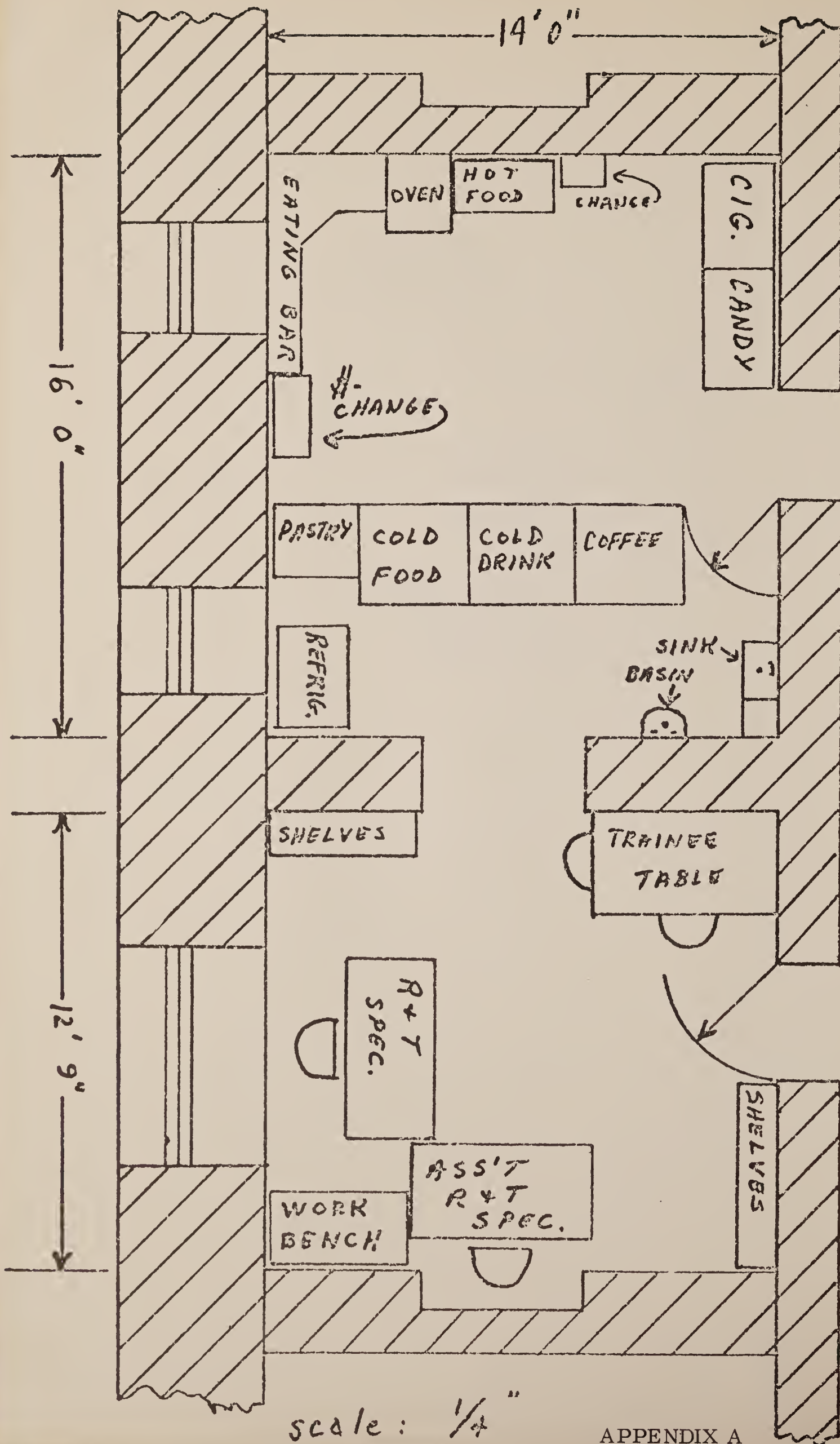
The licensing agency should exercise a supervisory role over the automated locations in every respect. Monthly commission statements showing sales and earnings must be checked against the snack bar attendant's records. In addition to location inspections by the vending company, the licensing agency should perform regular inspections of all locations. Problems of the operator requiring more authoritative help may arise now and again; he may request support in dealing with the vending company or in clearing up misunderstandings with the building management. In cases where the attendant becomes lax, the licensing agency must take necessary steps to protect the image of the other blind attendants and the program as a whole, and to insure continued good relations with the vending companies. Finally, it is the responsibility of the licensing agency to see to it that each participant in the program is

aware of the need for complete cooperation and understanding of the numerous small details involved in such a venture. This understanding can take the form of a list of procedures mutually agreed upon by licensing agency and vending company. (See Appendix G, Outline of Operating Procedures.)

APPENDICES

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CORRIDOR



PHOTO #1
APPENDIX B

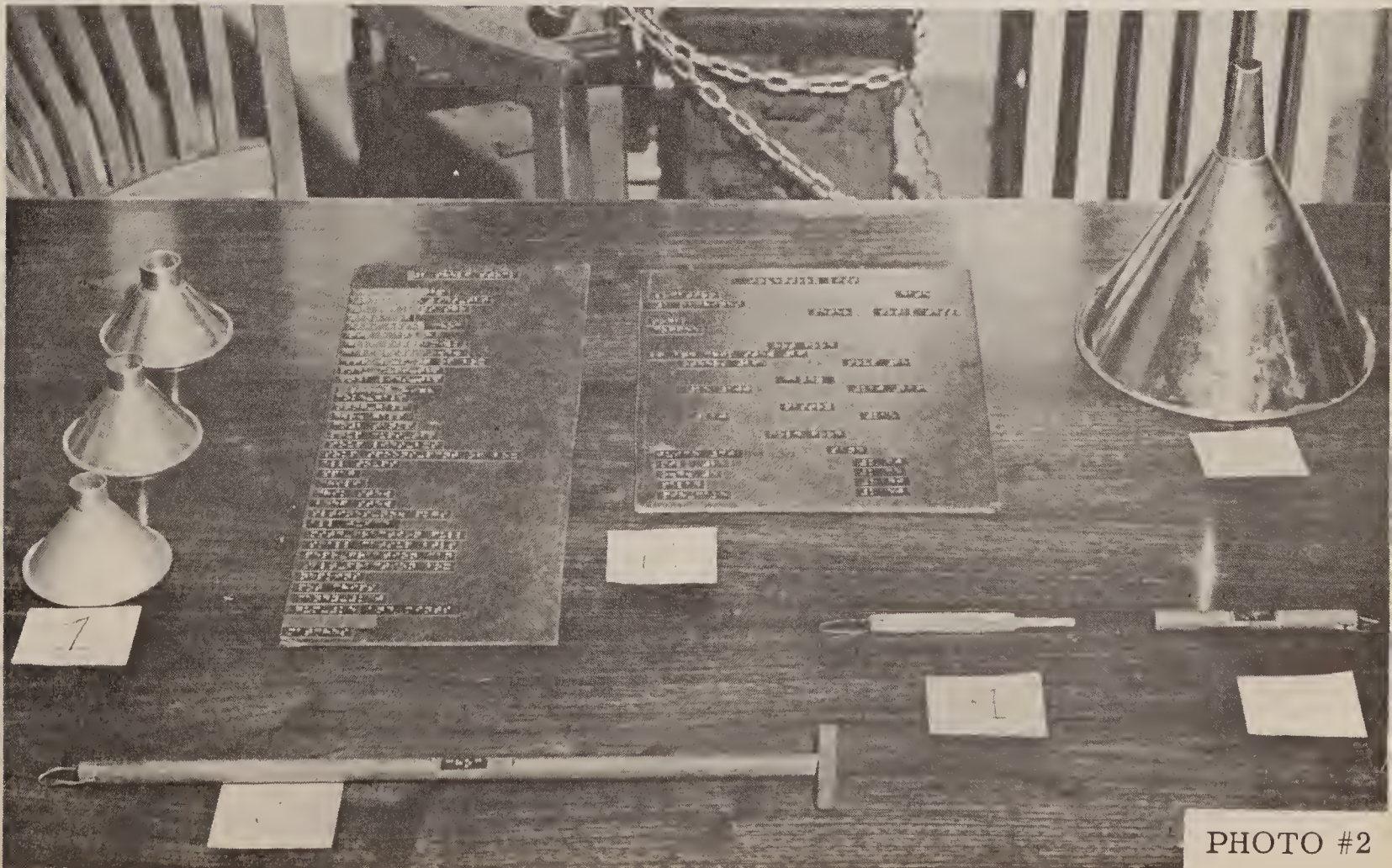


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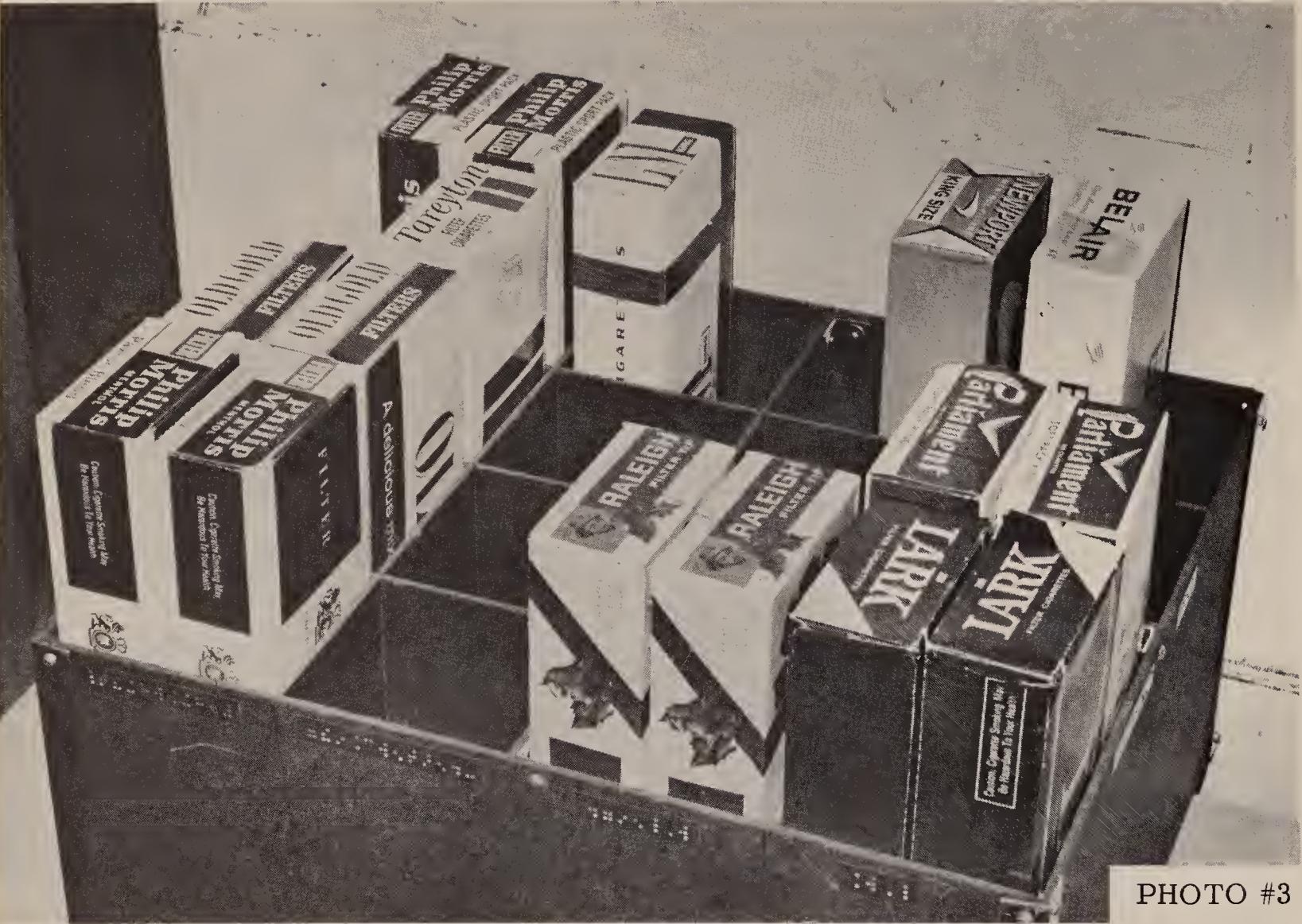


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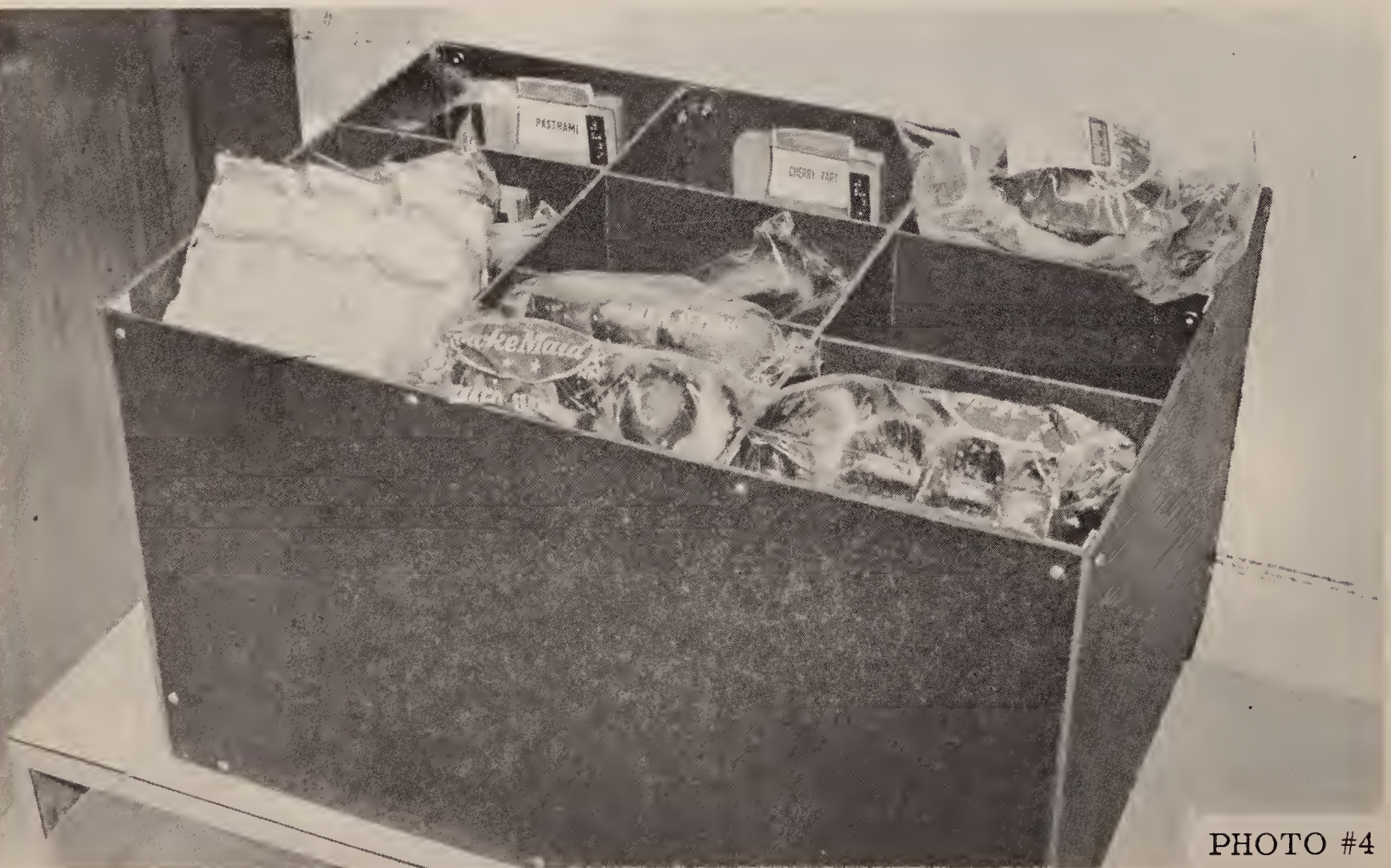


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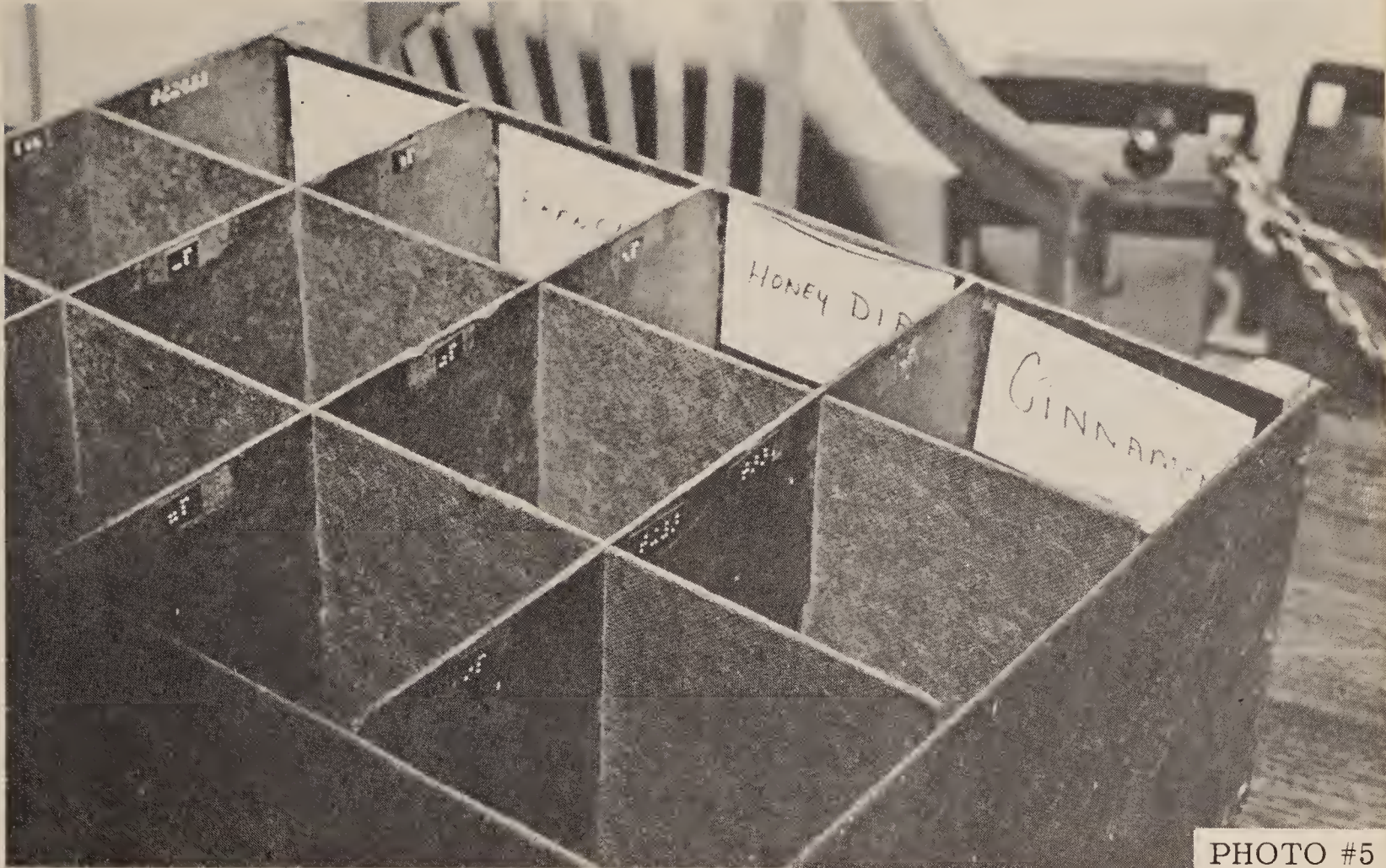


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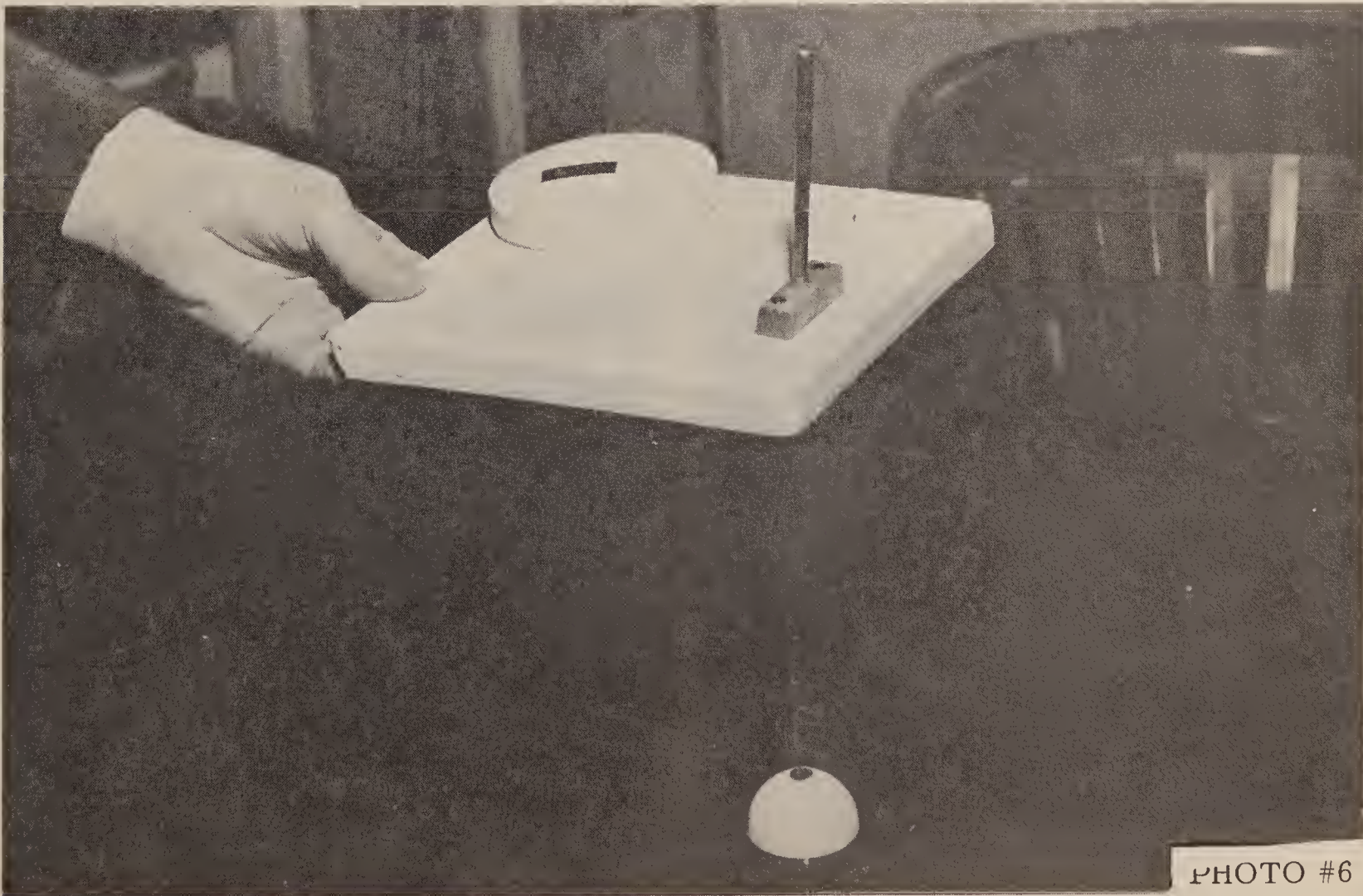


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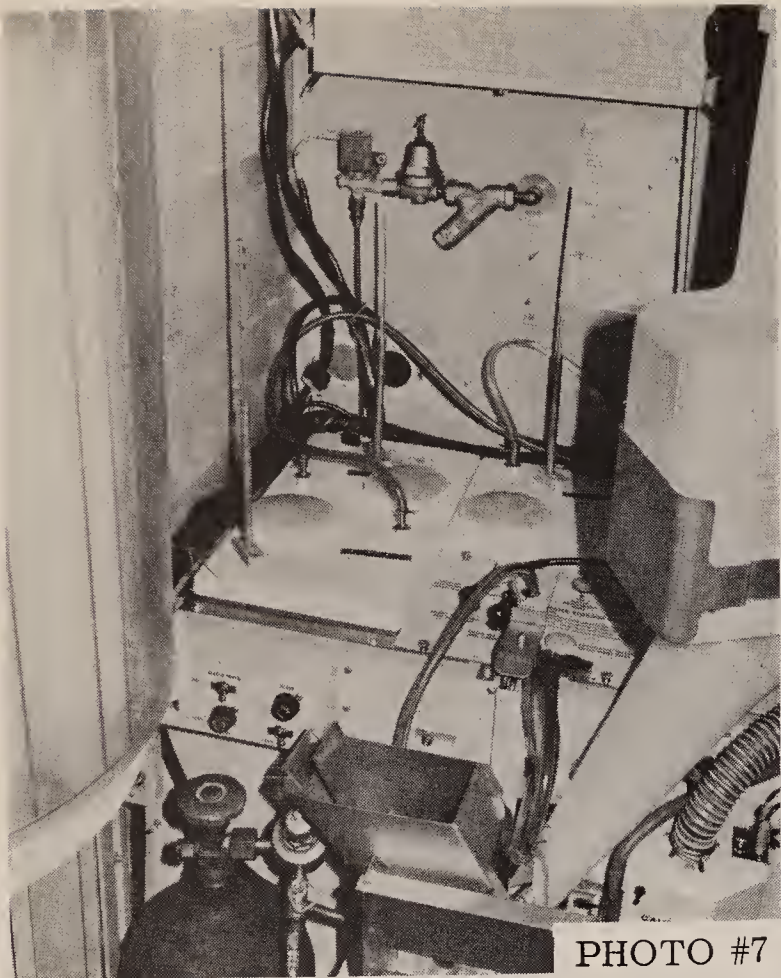


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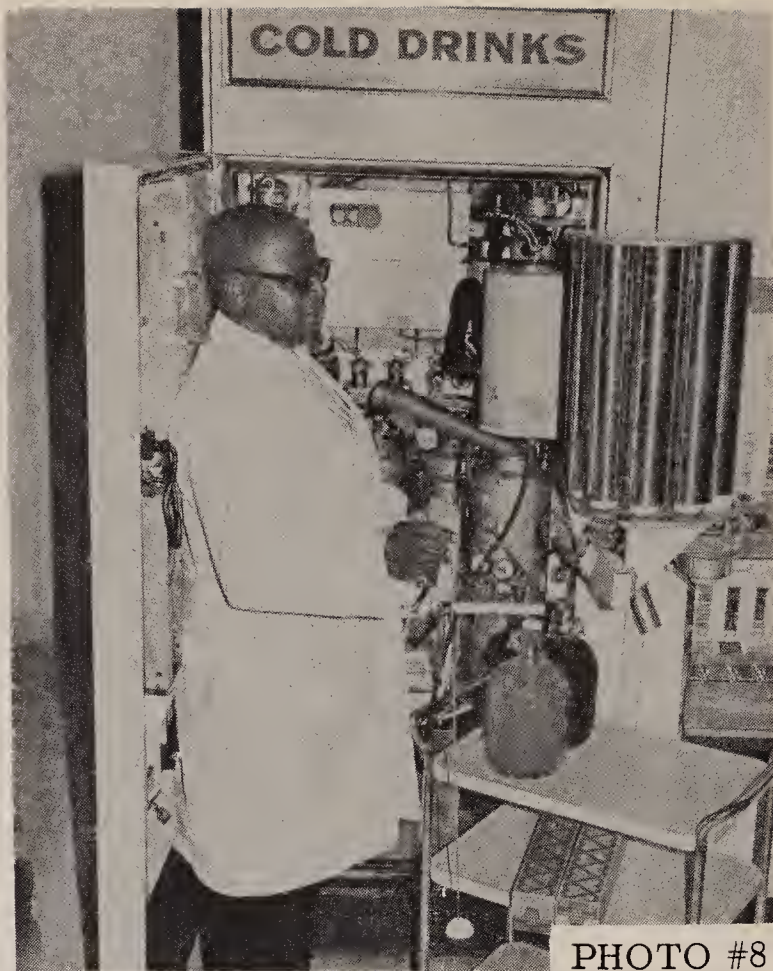


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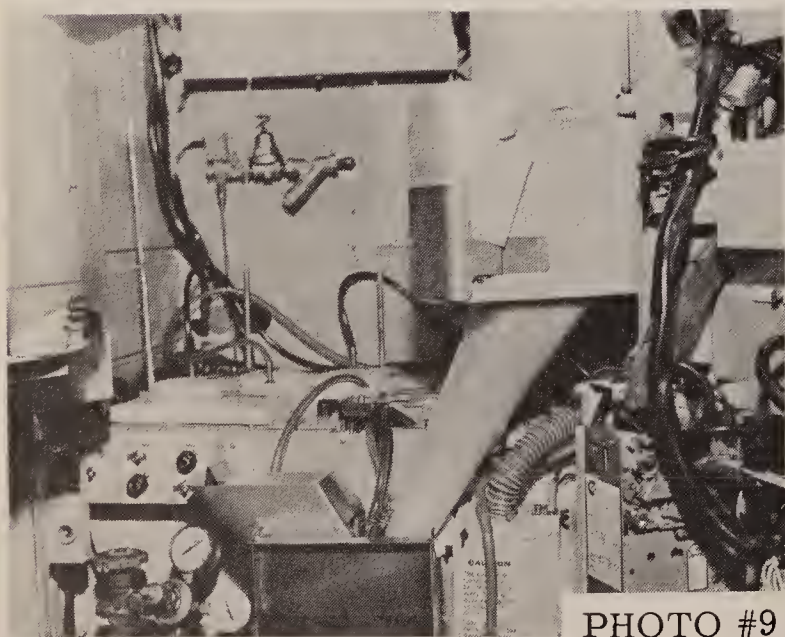


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PHOTO #10



PHOTO #11

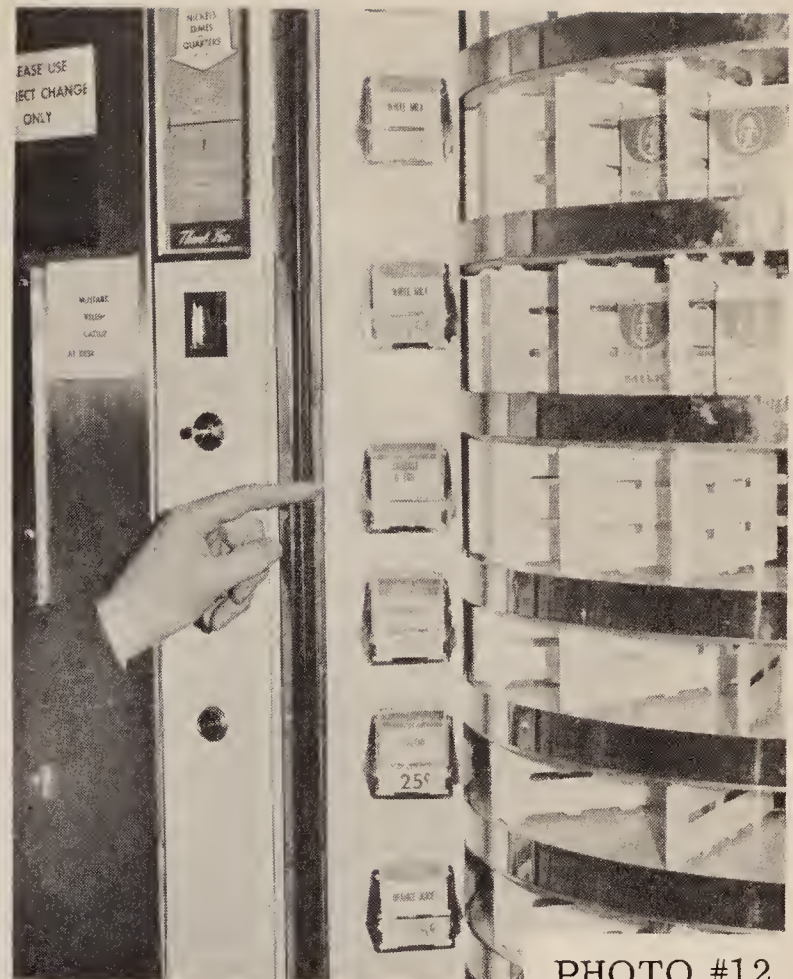


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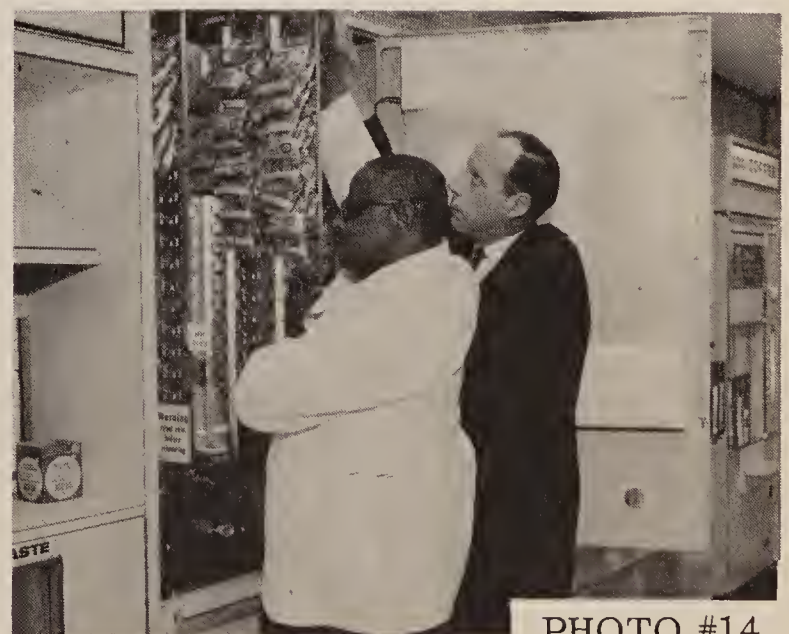


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Appendix C

SANITIZING INSTRUCTIONS
FOR
ROWE COFFEE MACHINE

Brew Switch: off is down.
Coffee Switch: off is up.

Drain Switch: off is down.
Control Switch: off is down.

1. Prepare pail of water with one package of Urn Cleaner (hot water) and dry brush.
2. Take pail, hand mop, and clean rags to machine. (Also, waste cup and 3 pkgs U.C.)
3. After opening machine, turn coffee switch off, brew switch off, place waste cup in station, and turn drain switch on.
4. After pot has drained through station, swing out, raise lid, unscrew bell (it's hot!), and place it in pail of Urn Cleaner solution. Swing pot back.
5. Turn drain switch off, then place left hand on brewer switch and right hand on control panel switch; when ready, turn brewer on, count out as near to three seconds as possible and turn control panel switch off. Locate brewing chamber and, if it is approximately 45 degrees from horizontal, empty packages of Urn Cleaner inside of chamber. If chamber has moved too far into cycle and top is closed, wait until chamber begins to empty at end of cycle, turn brewer off and drain on. After pot has again drained through station, begin this step over with a shorter count before turning control panel off.
6. After placing 3 pkgs of Urn Cleaner into chamber, turn control panel switch on. While machine is going through brew cycle, take hand mop and clean the bell in the Urn Cleaner solution. Listen for end of cycle and immediately turn brew switch off (special care or it will go into another brew cycle).
7. Swing pot out, raise lid, and mop inside of pot with hand mop, being very careful not to splash the pot full of hot liquid, close lid, swing back, and turn drain switch on.
8. After pot has completely drained, swing out, open lid, and wipe out inside of pot (it's hot!) with clean, damp cloth to remove any remaining greasy film.
9. Replace bell, screwing it only so first thread catches; lower lid, swing pot back; then remove brew chamber screen, put to soak in solution, use hand mop to swab out inside of brew chamber, mop screen, replace screen turning screw only finger tight, then turn drain switch off and brew switch on.

10. At completion of one rinsing cycle, turn brew switch off quickly, then drain switch on. Rinse water will drain through cup station, after which the drain switch should be turned off, bell tightened finger tight, pot swung back, and coffee switch on.
11. Check that control panel is on, tank switch is off, drain is off, and coffee is on. Then turn brewer switch on, listen momentarily for a dull click or thud which indicates coffee hopper has dispensed grounds into chamber and brew cycle is beginning.
12. Remove waste cup from station (it's hot!), clean station assembly, brush any spilled grounds from area of free vend switch and hopper platform, check that hoses are in waste bucket, wipe machine with damp cloth and finally run test of coffee, throwing test cup away.

Appendix D

ACCOUNTING PROCEDURE FOR TARIFF

Billing will be based on the difference between possible sales and actual cash within the accounting period.

Possible sales will be derived from our accountability program. Coffee and cold-drink sales will be arrived at by meter increases during the accounting period, less any tests during servicing.

Cigarette, candy, pastry, milk, canned food, and prepared food will be based on usage. An inventory is to be taken on each accounting period. Notice will be given on each period date. All requisitions will be charged as checked out by warehousing. If order does not agree with packing slip, a call must be made that day. Credit will be issued for all returns as counted by stockroom within the framework of our agreement.

Cash will be gathered by product, using color-coded bags. The Braille tape is to be matched to this color for proper communications.

At the end of each accounting period, we will find the usage by adding all issues to the opening inventory and subtracting all returns and the ending inventory. This will give number of units sold. They will be converted to cash by their retail price. The difference between this amount and the actual cash turned in will be billed.

It is important that bags are properly identified as to product. It is also important that a bag count accompany each pouch.

A bill will show the amount due, the possible sales and the actual cash.

Inventory will be taken Thursday morning, after service, including any delivery that day.

Appendix E

RESPONSIBILITIES OF OPERATOR

Daily

1. Empty coffee waste bucket every day.
2. Clean eating and service bars and replenish supplies and condiments.
3. Wipe fronts and tops of machines with damp cloth when servicing.
4. Wipe around and beneath sliding doors of drink machines, especially during busy times.
5. Wipe oven, with special care several times a day to oven shelf inside and top.
6. Clean tables several times daily, especially after lunch and coffee breaks.

As Needed

1. Empty waste cans of cold-drink machines.
2. Empty waste buckets of Wittenburgs and brush off motor baffle plates.
3. Clean inside of machines, especially shelves of cold food and delivery tray of Chips 'n' Stuff.

RESPONSIBILITIES OF CONTRACT CLEANERS
ON HIGH SALES VOLUME LOCATION

Daily (preferably between hours of 10:00 p.m. and 5:00 a.m.)

1. Sweep and damp-mop floor of snack bar.
2. Damp-wipe walls and baseboards: special care required in vicinity of service bar and eating bar to remove stains and condiment spots.
3. Empty refuse containers and bins underneath service bar; put in new plastic inserts supplied by stand operator.
4. Damp-wipe and dry outside of refuse bins with special attention to shiny metal parts.
5. Brush and damp-wipe kick plates at bottom of machines.
6. Take care that nothing is swept under edges of machines and that no spots or stains from drinks, mop water, or stripper are allowed to accumulate under edges. Do not allow water or stripper to form puddles beneath office door.

Weekly

1. Strip floor in snack bar.
2. Wax and buff floor in snack bar.
3. Saturday a.m., sweep, strip, wax, and buff office floor.

Monthly

Spray paint kick plates on Saturday, a.m. (can of paint supplied by stand operator).

Appendix F-1

submit in triplicate to:
WASHINGTON SOCIETY FOR THE BLIND
1913 I Street, N.W.
WASHINGTON, D. C. --- 20006

Read all instructions and conditions
on reverse before filling out bid.
SHOW THIS NUMBER ON YOUR ENVELOPE-----

BID MUST BE
DELIVERED BEFORE:
(Time) (Date)

INVITATION NO: BIDDER ENTER PRICE
DATA THIS COLUMN:

PAGE OF

Sealed Bids, subject to all terms and conditions of this
Invitation are solicited. Bids will be opened at the above
address and publicly read on the date and at the time speci-
fied.

SPECIFICATIONS

(Specifications to be entered on front of this page
and continuation sheets; instructions and conditions
to be entered on back of this page and continuation
sheet.)

(See Continuation Sheets)

OFFER: To the Washington Society for the Blind:

We (I) hereby agree to furnish the equipment, supplies
and services specified in this Invitation at the prices and
terms stated subject to the instructions and conditions on
the reverse side hereof:

SIGNED: _____

BY: _____

ACCEPTANCE: In accordance with bid _____

SIGNED: WASHINGTON SOCIETY FOR THE BLIND

BY: _____

ALL ENTRIES ARE NET,
AND F.O.B. SITE OF
INSTALLATION UNLESS
OTHERWISE STATED
ABOVE.

DELIVERY AND INSTAL-
LATION WILL BE COM-
PLETED WITHIN _____
DAYS FROM RECEIPT OF
ACCEPTANCE EXCEPT AS
NOTED ABOVE.

INVITATION, BID & CONTRACT
(CONTINUATION SHEET)

INVITATION NO.:

Page____ OF____

INSTRUCTIONS AND CONDITIONS

1. QUESTIONS RE: SPECIFICATIONS: Any questions concerning specifications should be submitted in writing in time to receive a reply before the opening date, in order to be considered. Clarifications, or interpretations, if issued, will be sent to all firms invited to bid. Oral answers are not authoritative.
2. All quotations must be typewritten or in ink. Erasures are not permitted. Mistakes may be crossed out and corrections written adjacent and initialed in ink by person signing bid.
3. If quoting other than exactly in accordance with specifications, bidder must state in what respect his offer differs and support with descriptive cuts, make and model, brand, catalogue number or other information as necessary to make clear what his offer includes.
4. Quotations should be stated in unit specified.
5. Bids must be submitted in triplicate in a sealed envelope to: The Washington Society for the Blind, 1913 I Street, N.W., Washington, D.C. 20006, prior to the time set for opening of bids. Invitation Number must appear on outside of envelope.
6. Time of delivery, or for completion of installation, is a part of the consideration and must be definitely stated and adhered to.
7. Bids must be signed with the firm's name and by a responsible officer or employee. Obligations so assumed must be fulfilled.
8. Late bids will not be considered. Responsibility for bid arriving at designated place and time rests entirely with the bidder. Delays in the mails or from other cause will not make bid acceptable if late.
9. The Washington Society for the Blind reserves the right to reject any, or all quotations, or to waive any informality in bids.
10. In case of default by the contractor, the Washington Society for the Blind may procure such articles or services from other sources and may deduct from unpaid balances due the Contractor or may collect against the bond of surety for excess costs so paid, and the price paid by the Washington Society for the Blind shall be considered the prevailing market price at the time such purchase is made.
11. The contractor shall hold the Washington Society for the Blind, its officers, agents, or employees, harmless from liability of any kind on account of use of any copyrighted or uncopyrighted composition, secret process, patented or unpatented invention, article or appliance furnished or used under the terms of this Invitation.
12. The contractor shall not be held liable for failure or delay in performance if hindered or prevented by fires, strikes, Acts of Government or Acts of God.
13. Bids are subject to acceptance at any time within 30 days after opening unless otherwise stipulated.
14. Terms of payment will be those agreed upon by the parties as set forth in this contract.

15. The waiver of any breach of contract will not constitute a waiver of any subsequent breach thereof, nor of the contract.
16. The Washington Society for the Blind may at any time by written order and with notice to surety, if any, make changes within the general scope of the contract. In the event that conditions indicate that increases in excess of 30 percent of the vending equipment specified in the invitation are required, the Society may cancel this contract and readvertise the requirement.
17. Any contract entered into may be cancelled by either party after 60 days notice in writing to the other giving reason for such termination.
18. No contract will be entered into for a period in excess of 5 years.
19. Award will be made to the most responsible bidder complying with the provisions of the invitation, whose bid is most advantageous to the Washington Society for the Blind.
20. The bidder affirms that if awarded a contract he will observe and comply with all laws and regulations of the District of Columbia and the United States of America pertinent thereto.
21. Verify your quotations before submission as they cannot be corrected or changed after opening.
22. The Contractor shall hold the Society free of any damages resulting from consumption of products delivered under this contract when such damages are attributed to foreign materials or other defects in products delivered by the Contractor.
23. The Contractor shall carry, during the life of this contract, such adequate public liability and property damage insurance as shall protect him, his servants and agents performing work or furnishing services covered by this contract, and the Washington Society for the Blind from all claims for damages for personal injury, including loss of life, as well as from all claims for property damage or loss which may arise from operations under this contract, whether caused by the Contractor himself or by anyone directly or indirectly employed by or acting for him. A certificate of such insurance coverage shall be furnished the Society before commencing service hereunder.
24. After award of the contract, any specification or condition therein stated may be amended by mutual agreement between the Contractor and the Washington Society for the Blind.
25. Upon termination of the contract, the Contractor shall remove his equipment within five working days after the date of termination. All other conditions of the contract shall remain in force until the date of removal.

SPECIFICATIONS

TERM OF CONTRACT: The term of contract shall begin on the date of acceptance and continue in force for 5 calendar years.

COMPENSATION: Bidder shall state what percent of gross sales he will pay as commission.....%

VENDING MACHINES: The Washington Society for the Blind, hereinafter called the "Society," grants the successful bidder, hereinafter called the "Contractor," exclusive right and privilege to sell all food, beverage, and tobacco products in the Snack Bar located in Room ____, 3rd floor, Bldg. No. 159, U. S. Navy Yard, M and __ Streets, S.E., Washington, D. C. Building No. 159 is occupied by approximately ____ employees, and it is estimated that the Snack Bar could gross approximately \$____ per month. The Contractor shall, without cost, install a sufficient number of modern, automatic vending and change machines, subject to the limitation listed below, so as to adequately provide sufficient amounts of merchandise of good quality, prepared in conformity with all applicable D. C., Federal, and other health and sanitation standards. Contractor shall submit with the bid a list or menu which reflects price and size of portions of merchandise to be sold in each machine.

1. Vending machines which conform to the decor of the premises shall be installed on the date specified by the Society and shall include machines as follows:

Hot Food	Cold Food
Coffee	Cold Drink
Pastry	Candy
Cigarettes	Chips 'n' Stuff

2. Beverage machines such as the Wendo Coffee, Model 900E, and the Seeburg Soda (non-pressurized), Model 7SCD1, should be supplied, although machines with comparable servicing and sanitizing procedures will be considered.

RESPONSIBILITY: Contractor shall be responsible for making all deliveries, as ordered. All products delivered at night, i.e., times other than the attendant's normal working hours, will be packed and/or stored in braille and print-labeled containers provided by the Society. When deliveries are made during those hours the attendant is present, the delivery man is expected to spend the reasonable period of time required to identify the products for the attendant. The Society shall be responsible for the products after receipt and accountable for the money derived from sales while in its possession. The Contractor shall place "bastard" locks on all vending machines with one set of keys for the vending stand attendant and a second set maintained by the Contractor for emergency access to the machines. Delivery men shall not have access to any machines supplied under this contract. The Society shall supply such necessary supplemental equipment as shelving, service cart, refrigerated storage space, eating and condiment bars, chairs and tables, and various aids fabricated for the attendant.

PERSONNEL: The Randolph-Sheppard Vending Program shall provide a thoroughly trained blind attendant to manage and operate the Snack Bar referred to herein. Although the Contractor will not provide training for these attendants, the Society will require the full cooperation of the Contractor in such cases where the appropriate Training Specialist needs periods of familiarization with new machines and/or operating procedures.

ACCOUNTING: During each accounting period all merchandise and supplies delivered to the Snack Bar, minus returns and delivery shortages, will be charged to the location by the Contractor. The Society's attendant will maintain a record of all merchandise and supplies ordered and received, as well as all machine take-outs, returns, and beverage tests; shortages and overages will be reported by telephone as they occur. An inventory of all merchandise and supplies on hand will be taken by the attendant at the end of the accounting period, and these figures along with totals of beverage machine tests will be telephoned to the Contractor. As required, the attendant will empty coins from the vending machines, and he will prepare the cash pick-up in braille and print money bags supplied by the Contractor. The Contractor will submit to the Society by the 15th day following the end of the accounting period a statement covering, by machine, total units sold converted to retail price and matched against total cash received together with a check for the sums due the Society under this agreement. If cash received is greater than retail price of units sold, the overage shall be retained to balance possible next period shortage in cash received.

SERVICE CONNECTIONS: The Society will furnish all necessary water, electrical, and service connections for the operation of the machines. Final connections shall be made by the Contractor.

RECORDS: Contractor will at all times maintain an accurate record of all merchandise, collections, sales, and inventories necessary in connection with the proper operation of the machines installed under this agreement, and the Society is hereby authorized to inspect such records for the purpose of verifying accounts at all reasonable times.

LICENSES: All required State, County and City or other licenses shall be obtained by the contractor, who agrees to reimburse the Society for any penalties or necessary expense due to failure to obtain any of the required licenses. The Society agrees to pay _____ percent of the cost of such licenses and agrees that such costs shall be divided over the number of months in each license year included in this agreement and deducted from the payments due the Society for such months.

MAINTENANCE: The Contractor will maintain, service, and keep installed vending machines in good working order at all times and assumes all responsibility for the mechanical operation of the vending machines. The Society will keep machines sanitary throughout and agrees to provide janitor service to keep vending areas cleaned.

CASH FUND: The Society shall maintain a separate cash fund for the money changers, and shall be responsible for filling the money changers. Delivery men shall not have access to the money changers. The Society shall test the dollar changer not less than once weekly for pay-off malfunctions. In the event a loss in the cash fund is sustained, and such loss is directly traceable to a malfunction in any change machine, the Contractor agrees to reimburse the Society for the amount lost.

ASSIGNMENT: This agreement shall not be assignable by either party without the written consent of the other.

FREE VENDING: The Society is responsible for immediately cutting off all vending machines which are disbursing products without coins being inserted.

VANDALISM OR THEFT: The Society shall not be liable to the Contractor for vandalism or theft, except where such is due to negligence on the part of the Society.

ALARMS: Contractor will be permitted, if he so desires, to place alarms on machines to alert against vandalism and theft.

PERFORMANCE BOND

Know all men by these presents, that we, _____
as principal, and _____ as surety, are held and firmly
bound unto the Washington Society for the Blind, Incorporated under the laws
of the District of Columbia, in the sum of _____ Dollars
(\$_____) lawful money of the United States, for which payment, well and
truly to be made, we bind ourselves, jointly and severally, firmly by these
presents.

Whereas, the above named principal has submitted a proposal to the
Washington Society for the Blind to furnish certain services as specified
in said Washington Society's Invitation to Bid Number _____.

Now therefore, if said proposal be accepted, and a notice of such
acceptance issued to said principal by said Washington Society, and if said
principal shall well, truly, and fully perform all the terms, conditions and
obligations to be kept and performed on the part of the principal as speci-
fied in said proposal at the times and places therein agreed upon then this
obligation shall be void otherwise it shall remain in full force and effect.

That the maximum amount of lawful money of the United States claimable
and recoverable under this instrument shall be and is hereby expressly
limited to the sum of _____ Dollars (\$_____).

Witness our hands this _____ day of _____, 19____.

Signature must be notarized
and bond must be filed with
Washington Society for the
Blind, (Address)

(Principal)

(Principal)

(Surety)

(Surety)

Appendix F-2

DRAFT OF LETTER TO VENDING MACHINE COMPANIES
RE: BIDDING FOR AUTOMATIC VENDING STANDS

Dear _____:

The Randolph-Sheppard Vending Stand Program has received approval for the operation of a fully automated snack bar in room 4025, Department of the Interior, 18th and C Streets, N.W. The equipment in this room will be accessible 24 hours a day, seven days a week, and one of its prime functions will be to render service beyond the daily work hours and on weekends. This building which houses approximately 3,500 government employees has a large cafeteria-snack bar combination in the basement which operates during normal office hours.

It is our intention to operate this vending stand with a blind licensed operator who will perform the duties normally assigned to a vending machine company attendant. All other services usually supplied by the vendor will continue except as modified in this letter. The enclosed drawing shows the arrangement of the equipment in the space which is approximately 275 square feet. (Drawing omitted in this manual.)

If you are interested in bidding for the placement of equipment in this location, please fill in the requested information below and return two signed copies of this letter to the Washington Society for the Blind by the close of business _____. A menu including the variety and prices of products to be offered for sale should accompany the bid. The Society reserves the right to choose the bid of the vendor which in its opinion will benefit the Randolph-Sheppard Vending Stand program to the fullest extent.

State the commission which will be paid in percentage of gross receipts from merchandise sold: _____ percentage.

State amount of money which will be paid for attendant's services:
\$_____ per week.

Conditions and Specifications

1. Vendor will supply late-model vending machines in new condition which conform to the decor of the location as follows: One coffee vendor (Rowe or Vendo)
One soft-drink vendor (6-flavor Seeburg nonpressurized)
Two cold food vendors (Wittenburg)
One pastry vendor
One cigarette vendor
One built-in changer unit dollar bill and quarter (see drawings)
One micro-wave oven
2. Both the vendor and the Washington Society for the Blind will purchase adequate product liability insurance and show proof of such purchase on request.
3. Vendor will be responsible for making all deliveries as ordered and as frequently as the demands of this location warrant. All deliveries will be made during the hours the blind operator is scheduled to be present, and the delivery personnel are expected to spend a reasonable amount of time identifying products for the blind operator.

4. The Washington Society for the Blind will be responsible for the products after receipt and accountable for the money derived from sales while in its possession.
5. The vendor shall place "bastard" locks on all vending machines with one set of keys for the vending stand operator, a second set for the Washington Society for the Blind and a third set maintained by the vendor for emergency access to the machines. The vendor's delivery personnel shall not have access to any machines supplied under this agreement.
6. The vendor shall install all equipment, paneling partitions, etc., as shown in the attached drawing except as provided in item No. 7 in this agreement.
7. The Washington Society for the Blind shall supply such necessary supplemental equipment as shelving, refrigerated storage space, and various aids fabricated for the operator.
8. The Randolph-Sheppard Vending Program shall provide a thoroughly trained blind licensee to manage and operate the vending stand referred to herein. Although the vendor will not provide training for these operators, the Washington Society for the Blind will require the full cooperation of the vendor in such cases where a training specialist needs periods of familiarization with new machines and/or operating procedures.
9. During each accounting period all merchandise and supplies delivered to the snack bar, minus returns and delivery shortages, will be charged to the location by the vendor.
10. The vending stand operator will maintain a record of all merchandise and supplies ordered and received, as well as all machine take-outs, returns, and beverage tests; shortages and overages will be reported to the vendor by telephone as they occur.
11. At the end of each accounting period an inventory of all merchandise and supplies on hand will be taken by the operator or the vendor's representative or both as agreed upon.
12. As required, the operator will empty coins from the vending machines and will prepare the cash pick-up in money bags supplied by the vendor. The vendor will supply the operator with a sealing mechanism and seals.
13. The vendor will submit to the Washington Society for the Blind by the _____ day following the end of the accounting period a commission statement showing items sold and commission by machine with a check for the sums due the Washington Society for the Blind under this agreement.
14. The Washington Society for the Blind will arrange for all necessary water, electrical, and service connections for the operation of the machines. Final connections shall be made by the vendor.
15. Vendor will at all times maintain an accurate record of all merchandise, collections, sales, and inventories necessary in connection with the proper operation of the machines installed under this agreement; and the Washington Society for the Blind is hereby authorized to inspect such records for the purpose of verifying accounts at all reasonable times.

16. All city and Federal licenses shall be obtained by the vendor, who agrees to reimburse the Washington Society for the Blind for any penalties or necessary expense due to failure to obtain any of the required licenses.
17. The vendor will maintain, service, and keep installed vending machines in good working order at all times and assumes all responsibility for the mechanical operation of the vending machines. The Washington Society for the Blind will keep machines sanitary throughout and agrees to provide janitor service to keep vending areas cleaned.
18. The Washington Society for the Blind will have the responsibility for change fund money while in its possession except funds lost through demonstrated dollar bill and coin changer malfunctions. The vendor will deliver and install dollar bill changer magazines as needed.
19. This agreement shall not be assignable by either party without the written consent of the other.
20. The Washington Society for the Blind is responsible for immediately cutting off all vending machines which are disbursing products without coins being inserted.
21. The Washington Society for the Blind shall not be liable to the vendor for vandalism or theft, except where such is due to negligence on the part of the Washington Society for the Blind.
22. Vendor will be permitted, if he so desires, to place alarms on machines to alert against vandalism and theft.
23. Either party may cancel agreement upon 60 days written notice.

Appendix G

OUTLINE OF OPERATING PROCEDURES

The outline following sets forth those mutually agreed upon responsibilities related to the operation of an automated snack bar by a blind attendant.

I. The Blind Attendant

All duties now performed by the hostess will be assumed by the blind attendant.

A. Machines and Merchandise

1. Attendant will be responsible for service, sanitation and cleaning of all machines and snack bar area.
2. Attendant will be responsible for ordering all merchandise used on the location.
3. Attendant will be available for a reasonable amount of time to assist the customers with the machines and give change.
4. Attendant will be responsible for emptying all waste buckets of drink machines and changing CO₂ tanks on soda machines.

B. Cash Collections and Change Fund

1. The attendant will collect all machine cash and give it to the routeman in a sealed bag.
2. The attendant will give the routeman the change fund in sealed containers.

C. Sanitation and Cleanliness

The attendant will be responsible for all sanitation and cleanliness normally performed by the hostess plus any additional cleaning that the location may assume after the transfer of the account.

D. Records

The attendant will be responsible for keeping accurate records on all merchandise on location plus merchandise returned to the vending company.

E. Communication Channels

1. Repair calls must be given to the dispatcher and proper floor must be designated. It must also be brought to the dispatcher's attention that he has the only spare keys to the location in case repair visit is after hours.
2. Sandwich orders will be called in to the Commissary.
3. Stock orders will be called in to the warehouse.
4. Ice cream orders and pastry orders will be called direct to Sealtest and Dixie Donut.

5. Materials necessary to insure cleanliness of location, such as: soap powder, mops, etc., will be called into the shop stock room and routeman notified to pick them up.

6. Where other problems occur requiring assistance from the vending company, attendant will telephone Mr. _____ or Mr. _____.

F. Taking Inventory

The attendant will be responsible for inventorying the machines and assisting the vending company in the taking of the inventories.

II. The Vending Company

A. Deliveries

1. The routeman will deliver all items supplied by the vending company for the operation of the snack bar except milk which will be delivered by the milk man.

a. Change funds will be delivered and picked up in sealed containers; the routeman will assist in exchanging depleted bill changer magazine.

b. The routeman will place the attendant's hand on each item as he identifies it.

c. Sandwich deliveries must be distributed to proper compartments in proper container.

d. Pastry deliveries must be checked by variety and quantity.

2. All duties and services usually performed by the routeman will be continued except those specifically assigned to the blind attendant.

3. The routeman has the responsibility to check the shelf life of perishable items and demand the removal of outdated items.

4. The milk man will separate the milk in regard to kind and shelf life and inform the attendant.

B. Orders and Accountability

1. The routeman will see to it that all orders which have been requisitioned are delivered intact or the appropriate credits given to a blind attendant's snack bar. (example: An item omitted from a sandwich order; the routeman will be responsible for insuring that proper credit is given.)

2. Irregular monthly accounts and/or commission statements will be referred to Mr. _____.

C. Inspections

The vending company maintains the right to inspect any blind attendant's snack bar at any given time to assure that the _____ standards are fulfilled. All inspections conducted by any supervisor in the _____ organization will follow these rules:

1. The inspector shall request the attendant to accompany him during the inspection and will show the attendant those areas

needing additional work. The final report will be discussed with the attendant and a copy of it left on the location.

2. A copy of the report will be sent to Mr. _____, Department of Vocational Rehabilitation, who is the responsible party.

D. Sanitation and Cleanliness

The vending company will be responsible for all sanitation and cleanliness that cannot be related to the normal duties of a hostess as well as those duties that the account or location were performing prior to the transfer of the account.

E. Communication Channels

Appropriate reports on attendant's failure to observe operating procedures set forth herein will be reported by Mr. _____ of the Department of Vocational Rehabilitation.

F. Repairs

The repair department will be responsible for correcting all out-of-orders within a reasonable amount of time. If repair service is unsatisfactory, call Mr. _____ of the vending company.

G. Inventory Procedures

The vending company will be responsible for checking machine inventories and physically counting and recording all merchandise on the inventory sheet.

III. Department of Vocational Rehabilitation

A. Supervision and Training

1. The Department of Vocational Rehabilitation will be responsible for the training of all attendants in any blind-attended snack bar. The attendant shall be trained to the satisfaction of the vending company on necessary equipment and operating procedures.

2. The Department of Vocational Rehabilitation will be responsible for supervision in maintaining all vending company standards in a blind-attended snack bar under their jurisdiction.

B. Inspections

The Department of Vocational Rehabilitation will maintain an effective inspection schedule on those automated snack bars under their jurisdiction.

C. Monitoring Commission Statements and Attendant's Records

The Department of Vocational Rehabilitation will monitor the commission statements of all blind-attended snack bars.

D. Communication Channels

All operational problems related to this subject will be referred to the Department of Vocational Rehabilitation: Mr. _____ or the Training Specialist.

E. Emergency Attendant Replacement

The Department of Vocational Rehabilitation will be responsible for furnishing an emergency attendant. If no emergency attendant is available, then the Department of Vocational Rehabilitation may call upon the vending company to furnish an attendant as originally agreed upon.

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Ad74 Adopting the Randolph
vol. 1 vending stand

DATE DUE			

AMERICAN FOUNDATION FOR THE BLIND
15 WEST 16th STREET
NEW YORK, N.Y. 10011

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